

CENTRAL INTELLIGENCE AGENCY

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Archives

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MEMORANDUM

Date: 20 MAR 1978 By: [redacted]

Subj: Interim Report on reorganization being effected under authority
of General Order [redacted]

1. The present report is designed to acquaint the upper echelon in CIA with changes so far effected in the organization of OCD functions and personnel. To be effective the report must be candid, and it must therefore refer incidentally to personalities. For that reason it is classified SECRET, and will be limited to distribution by hand among those concerned.

2. General Summary. The undersigned had oral instructions from the Executive for A&M to assign first priority to the reorganization of Requirements Branch. This has been done. Space occupied by the Branch in M-Building is being vacated to make room for those collection and dissemination functions which will be integrated with the Library. Of the 23 personnel assigned the Branch on May 3rd, the date of the General Order, all save 8 have been detailed to other duties. (For details see paragraph 3 below). Colonel [redacted] is on leave, at his own request, for the period May 16-27 inclusive. Mr. [redacted] is on temporary assignment to the [redacted] for the period May 11-23 inclusive. As Mr. [redacted] was reassigned to the Executive for I&S, Colonel [redacted] is the only Branch Chief of OCD now on duty. At his request, the undersigned granted to him the authority to attempt an interim reorganization of the collection and dissemination functions, and this he is now doing. A plan for this reorganization is simultaneously being prepared by Reference Center personnel. During the coming week, that of May 17th, the two plans will be compared and decisions reached. The Library, Reference Center, has completed a tentative scheme for the integration of Central Records with the Library, and this plan will be implemented during the week of May 17th.

3. REQUIREMENTS BRANCH

a. Functions. Several of the Requirements Branch functions have been reassigned or liquidated. Thus:

1. The responsibility for checking on CIA's efficiency in dealing with other agencies, and on the adequacy of its output, has been transferred to the Executive for I&S. Files and data bearing on this subject have been made available to Mr. [redacted] now of I&S.

2. The function of canvassing non-IAC agencies for their possible intelligence requirements has been temporarily abandoned.

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It is the opinion of the undersigned (concurred in by representatives of OO and ORE) that this Agency should not now beat the bushes in an effort to scare up new and hitherto undreamt-of requirements, but should concentrate on dealing effectively with those which are at hand. (See subparagraph 4 below for further comment on this score.)

3. It has been decided that the business of treating requests for documents as if they were formal requirements calling for special methods and protocols was, in fact, an artificial and indefensible addition to the workload of the Branch. Such requests are now being handled by the Library in a manner similar to that employed for the interlibrary loan of unclassified documents.

4. The function of coordinating real requirements which call for field action, in order that collection activities may be efficiently directed, is the only important function of Requirements Branch which must still be dealt with. Messrs. [] and [] of ORE are formulating a statement of ORE's views on the subject, and this will be discussed in a few days with the undersigned, [] of OO, Mr. [] of Reference Center, and Mr. [] of the former Requirements. A definite scheme of action will then be decided upon. In the interim, current requirement problems are being handled by a "Requirements Secretariat" in the South Building which consists of Messrs. [] plus two stenographers. Mr. [] of the Collection Branch will be added to this secretariat when he returns from leave.

b. Special Studies, which were being made by Requirements Branch on the date of the General Order, are being reviewed by the undersigned. Reports on the two most important, - "Port Data Study" and "Intelligence Target Potential Study", - will be ready for discussion with ORE and OO within a few days.

c. Files of OCD are being reviewed and consolidated. It has been found that the files of the three former branches, and of the former headquarters, duplicate each other to a remarkable degree. They are now being consolidated by Messrs. [] of the former Requirements Branch. Duplicate material will be destroyed, and a single Master File readied for storage.

d. Personnel of the Branch have been deployed as follows:

Branch Hdqtrs:



Decision pending. On leave till May 27.

Temporarily to Requirements Secretariat, South Building. Later to Library, Reference Center

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To requirements Secretariat,
South Building.
On maternity leave till 1949.

To Requirements Secretariat,
South Building.
To Biographic Register, replacing
[] released to ORE.
Temporarily to Requirements
Secretariat, South Building.
To Executive for I&S
Temporarily to Requirements
Secretariat, South Building.
To Library, Reference Center.
To Library, Reference Center.

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To Executive for I&S.
To Executive for I&S.
Resigned on Doctor's orders.
Assigned to ORE.
Temporarily to Requirements
Secretariat, South Building.
Resigned to take higher paying
job with Air Forces.

Temporarily to Dissemination
Branch, replacing []
released to ORE.

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To Contact Register, replacing
[] released to ORE.

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To Requirements Secretariat, South
Building.

To Contact Register on termination
of leave, May 17th.

Temporarily to Requirements
Secretariat, South Building.
To Biographic Register.

e. Space vacated by the Branch in the M-Building, though inadequate, will enable Reference Center to make a start in the physical merging of operational units of OCD and Central Records with the Library. This step is essential if Reference Center's new overall functions are to be performed with the efficiency and speed which an intelligence operation demands.

4. HEADQUARTERS OF O.C.D.

Headquarters functions of the former OCD are now being performed, on behalf of the undersigned, by Col. [] with the temporary and informal designation, "Acting Chief, Collection & Dissemination". Mr. [] formerly

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Administrative Officer, has been assigned to the Executive for I&S. (Lieut. [] USN, has been detailed to Reference Center as Asst. Administrative Officer.) Miss [] is reassigned to the Administrative Office, Reference Center, to deal with the transfer of property accountability from OCD to Reference Center, while Miss [] and Miss [] remain on duty in South Building to assist in the consolidation of OCD's files. Space occupied by headquarters has now, of necessity, been encumbered by the several collections of file cabinets which must be consolidated.

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5. CENTRAL RECORDS

In order to eliminate the kinks in the intelligence pipelines, it would be highly desirable to bring all of Central Records into the M-Building in close proximity to the Library and to ORE. As this is impossible, due to space limitations, a compromise must be made. It is now proposed to transfer to M-Building all of the Information Distribution Section except the Ditto Machine Unit, plus perhaps a part of the Central Mail Section. This should be accomplished during the week of May 17th, and the inflow of intelligence papers will then be diverted from South to M-Building. The Library will take administrative charge of the unit in M-Building, while the units remaining in South Building will be placed under the charge of Mr. [] (At his own request, Mr. [] will be transferred to ORE as soon as it is clear that the functions of Central Records are being smoothly carried out.)

6. COLLECTION BRANCH

a. Functions of the Collection Branch are receiving careful study by Reference Center, ORE, and OO. It is apparent that all are important, that they closely overlap many functions already being performed by Reference Center, and that many can be performed more efficiently than was possible under the old organization. Present thinking is along the following lines:

1. The several desks under Procurement (State, Mr. [], Army & Air Force, Mr. [], Navy, Mr. [] and Non-IAC Agencies, Mr. [], are of the highest importance in prosecuting the effort to create a really centralized intelligence service. The reputation of this Agency, vis-a-vis the others, and our efficiency in obtaining rapid interchange of information and intelligence between the agencies, depends very largely on the energy, acumen and tact exercised by the Desk Officers. Inquiries have been made informally by the undersigned, within CIA and in the IAC agencies, and it has been ascertained that the present Desk Officers are all highly regarded. The only contemplated change in assignments is to add Commander [] USN, to the Navy Desk as it is believed that his status as a Regular may be of value in the liaison function.

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2. It is proposed that the Desk Officers be strengthened in their operation by being made to perform a two-way, rather than a one-way, liaison function. An officer who appears before one's

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desk only to deliver Collection Directives is bound to be less welcome than one who is always ready to receive requests headed the other way, to suggest ways in which CIA might be of assistance, and who occasionally delivers the goods. These officers, or those of them primarily concerned, should sit in on ORE's conferences concerning requirements, and they should be kept fully aware of the background behind specific collection directives. They should be liaison officers and intelligence officers,- not legmen.

3. To make the above proposal a workable one rather than an ideal, it is essential that the Desk Officers be located in close proximity both to ORE and to the Reference Center. Only an intimate knowledge of ORE's current needs and of Reference Center services will enable them to serve efficiently. It is also necessary that they should have assistants and couriers to handle routine collection actions; thus leaving them free to serve as consultants, intelligence officers, ambassadors, and trouble-shooters. Though it will be difficult, it is believed space can be made for them in the M-Building, and the other requirements can be met.

25X1 b. Personnel changes in the Branch to date have been few. Mr. [] has been transferred to the Executive for I&S, and Mr. [] will probably be detailed, at least temporarily to the Requirements Secretariat when he returns from leave on May 17th. 25X1 Commander [] will be detailed to the Navy Desk. No other personnel changes are contemplated until the space rearrangements have been made.

7. DISSEMINATION BRANCH

a. Functions have not yet been thoroughly explored. It is evident that the Reading Center has labored under a staggering workload, and that its personnel deserve commendation for the considerable efficiency they have achieved. Many individuals have been working overtime almost daily without requesting payment. Either the functions must be cut or the personnel must be increased.

1. It is tentatively believed that it may be feasible to reduce the workload by making the dissemination of recurrent publications a strictly clerical function. Weeklies and monthlies published by the IAC agencies would then no longer be read by the Reading Center to ensure that they did not contain items of possible interest to offices not on the standard dissemination list. This might entail an increase in the distribution of some publications, and this in turn might involve additional reproduction charges. The feasibility of this change will be thoroughly explored.

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2. At present the Reading Center is also scanning all intelligence documents received from the IAC agencies to ensure that the originator has not omitted from his distribution list offices which should have the material. Procedure is as follows:

(a) A Military Attache report is scanned and it is perhaps found that, though it contains an item of possible interest to the State Department, State does not appear on the distribution list.

(b) A telephone call is then made to the Army, and it is suggested that a copy of the report be sent to State.

(c) The Army may, or it may not, agree and send a copy to State.

There is some doubt in the mind of the undersigned that this is a function which CIA must perform. The readers, for their part, believe that it is highly important to the central intelligence operation, and they argue that it is one of the ways in which CIA serves the other agencies. However, the originators generally send their output to the agencies which need it, only a few lapses are discovered each day, and there is no way of knowing how many of CIA's recommendations on this score are in fact honored. This is a policy question which should be decided in CIA headquarters.

3. Routing of intelligence flow within CIA is the most important function of the Dissemination Branch. ORE has suggested that it might perhaps be expanded, with Reference Center routing traffic direct to ORE Branches instead of sending all material to ORE's control office where it must again be scanned and routed to the Branches. This suggestion will be thoroughly explored in consultation with ORE.

b. Personnel changes in the Branch have to date been few.

25X1 [redacted] has been transferred to ORE because of special qualifications for a high priority undertaking, and she has been replaced by [redacted] from the former Requirements Branch. 25X1
25X1 Commander [redacted] will be detailed to the Navy Desk in the new set-up. [redacted] is on maternity leave, and [redacted] has resigned. 25X1

8. FORMAL REORGANIZATION PLAN

No formal reorganization plan has yet been drawn up, and none will be attempted by Reference Center until problems of function and space have been solved. We will not be able to see the picture in any detail till we've fitted together all the pieces.



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